

**Indian Residential Schools Truth
and Reconciliation Commission
Secretariat**

2009-2010

Report on Plans and Priorities

The Honourable Chuck Strahl, P.C., M.P.
Minister of Indian Affairs and Northern
Development and Federal Interlocutor for
Métis and Non-Status Indians



Table of Contents

<u>Section</u>	<u>Page</u>
Minister's Message	2
I - OVERVIEW	
1. Raison d'être	5
2. Responsibilities	5
3. Strategic Outcome and Program Activity Architecture	6
4. Planning Summary	7
5. Risk Analysis	10
6. Expenditure Profile	10
7. Voted and Statutory Items	11
II - ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOME	
1. Analysis of Program Activities by Strategic Outcome	13
2. Benefits for Canadians	14
III - SUPPLEMENTARY INFORMATION	
1. Organization	15
2. Financial Tables	16
3. Departmental Contacts	16

Minister's Message

It is my pleasure to present the first annual Report on Plans and Priorities for the Indian Residential Schools Truth and Reconciliation Commission Secretariat. This report has been prepared by the Truth and Reconciliation Commission Secretariat. I am delivering it to Parliament on their behalf as part of my duty as the reporting Minister.

The existence of the Truth and Reconciliation Commission Secretariat is founded in the Indian Residential Schools Settlement Agreement. The Settlement Agreement is a negotiated agreement between the parties associated with Indian Residential Schools, including representatives of former students. This Agreement supports the parties' desire to achieve a fair, comprehensive and lasting resolution of the legacy of Indian Residential Schools, as well as promote healing, education, truth and reconciliation, and commemoration.

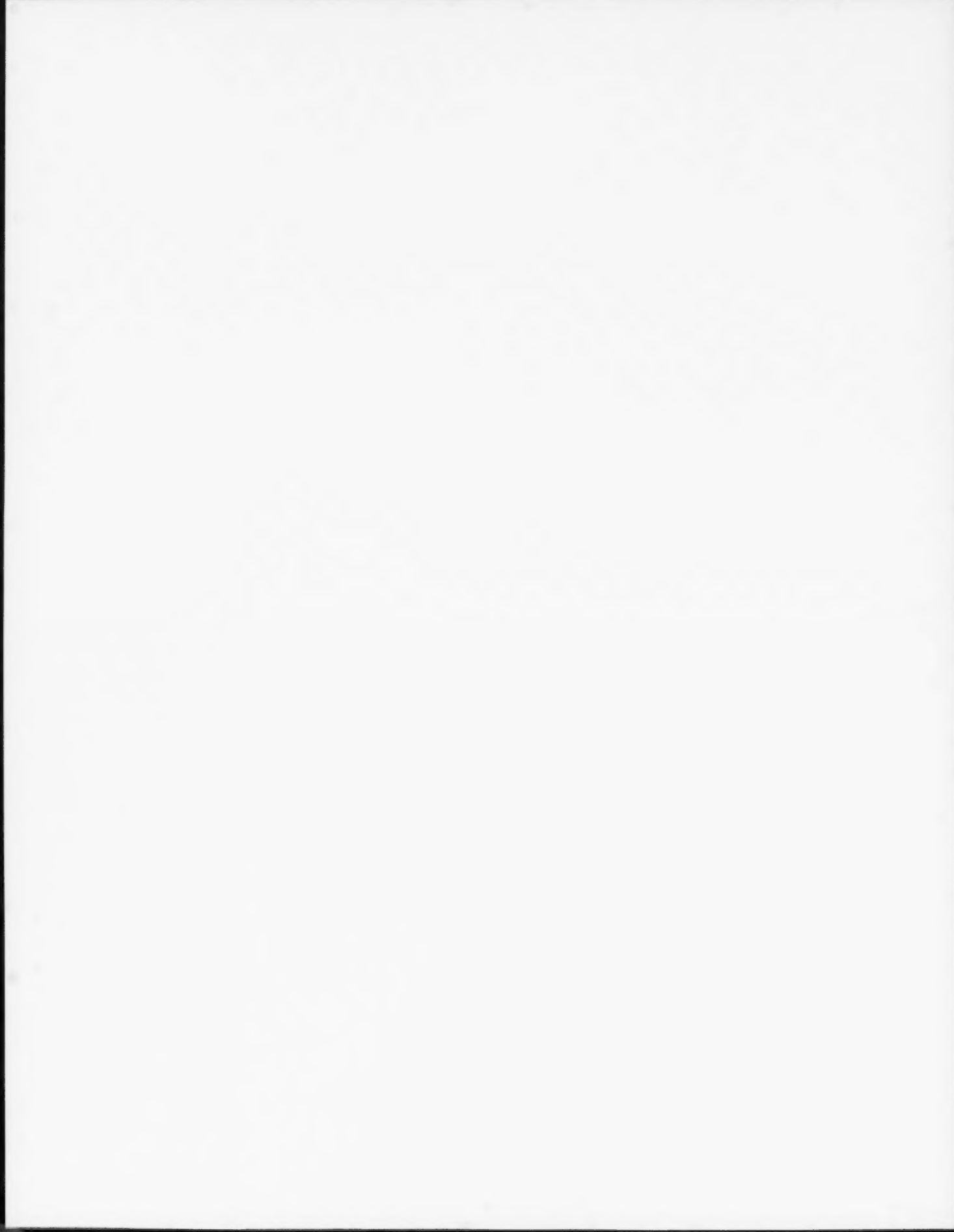
While the mandate of the Truth and Reconciliation Commission is unique and without precedent in Canada, the challenges faced by the Commissioners and staff of the Secretariat present opportunities to successfully achieve the strategic objectives of the Indian Residential Schools Settlement Agreement using culturally appropriate and sensitive approaches that support and encourage truth, healing and reconciliation. The fundamental approach adopted by the Commission is based on the concept of restorative justice. This approach recognizes that relationships between offenders, victims and the community that have been adversely impacted must be reconciled and healed.

It is important to note that the Truth and Reconciliation Commission is not a Commission of Enquiry. Rather, it is an informal process designed to facilitate and support participation of former students, their families and their communities in a safe and secure manner that respects their dignity and well-being. In this regard, a key activity of the Truth and Reconciliation Commission Secretariat over its term will be to implement processes for statement taking and truth sharing that are based on principles such as accessibility, transparency, sensitivity and inclusivity.

The Truth and Reconciliation Commission Secretariat was established as a new department by Order-in-Council on June 1, 2008. While the Secretariat, overseen by a Deputy Head, operates as an independent federal department under the Financial Administration Act, it receives its direction and instructions from the Truth and Reconciliation Commission it serves. This Commission is composed of a Chair and two Commissioners. Over the course of the planning horizon presented in this report, the Secretariat will focus its efforts on a number of operational and managerial areas: hiring staff; developing administrative systems and procedures; conducting strategic work planning; operating truth taking processes; conducting research and building the historical record; and informing the public about the work of the Truth and Reconciliation Commission and the experiences of those touched by the Indian Residential Schools.

The results to be achieved by the Truth and Reconciliation Commission are forward looking in terms of rebuilding and renewing relationships among Aboriginal people, as well as between Aboriginals and non-Aboriginal Canadians. And, as the cornerstone of the Indian Residential School Settlement Agreement, the Truth and Reconciliation Commission Secretariat will strive to promote healing and reconciliation while ensuring that the legacy of Indian Residential Schools is documented and preserved for future generations.

The Honourable Chuck Strahl, P.C., M.P.
Minister of Indian Affairs and Northern
Development and Federal Interlocutor for
Métis and Non-Status Indians



SECTION I – OVERVIEW

1. Raison d'être

The purpose of the Truth and Reconciliation Commission Secretariat is to support the mandate of the Commissioners by facilitating and enabling the participation of former students, their families, their communities and others associated with the Indian Residential Schools system in pursuit of truth, healing and reconciliation, as well as to document and preserve the historical record for future generations.

2. Responsibilities

The Indian Residential Schools Settlement Agreement is a negotiated agreement between the following signatories: Canada; the General Synod of the Anglican Church of Canada; the Presbyterian Church of Canada; the United Church of Canada; Roman Catholic Entities; former students who attended Indian Residential Schools, as represented by the National Consortium, the Merchant Law Group or Independent Counsel; the Assembly of First Nations; and Inuit Representatives.

The Settlement Agreement calls for the establishment of the Truth and Reconciliation Commission, as well as its supporting Secretariat. In this regard, on June 1, 2008 an Order in Council created the new department called the Indian Residential Schools Truth and Reconciliation Commission Secretariat.

The Truth and Reconciliation Commission is developing processes and will organize and/or support events that encourage and facilitate the participation of individuals and groups associated with the legacy of the Indian Residential Schools system in pursuit of truth, healing and reconciliation. The processes and events will present those affected by their experiences with the Indian Residential Schools system to benefit from healing opportunities designed to foster reconciliation. In this regard, the Commission views reconciliation as an ongoing individual and collective process that will require participation from all those affected by the Indian Residential Schools system. As a result, the Commission hopes to guide and inspire Aboriginal peoples and Canadians toward reconciliation and renewed relationships based on mutual understanding and respect.

3. Strategic Outcome and Program Activity Architecture

The following is the approved program activity architecture:

Strategic Outcome

Disclosure and recognition of the truth regarding Indian Residential Schools furthers healing and reconciliation for the individuals and communities affected.

Program Activity Name and Description

Truth and Reconciliation - Supports the research, truth, healing and commemoration activities of the Truth and Reconciliation Commission Secretariat.

4. Planning Summary

The following is the approved program activity architecture:

Financial Resources (\$ thousands)

<u>2009-2010</u>	<u>2010-2011</u>	<u>2011-2012</u>
18,585.0	15,315.0	12,405.0

Human Resources (Full Time Equivalents)

<u>2009-2010</u>	<u>2010-2011</u>	<u>2011-2012</u>
58	58	58

Summary Table

Strategic Outcome: Disclosure and recognition of the truth regarding Indian Residential Schools furthers healing and reconciliation for the individuals and communities affected.					
Performance Indicators		Targets			
(i) research papers and reports; (ii) number of participants and meetings concerning truth taking and sharing activities; (iii) survivor statements; (iv) number and type of healing and commemoration activities; (v) media reports, press releases and information materials; and (vi) number of national and community events.		Seven national events are planned over the course of the first two years with a closing event planned for the final year of the Commission's operations in 2012-13. In recognition of the unique mandate of the Commission, defined performance targets for most of its activities (e.g. truth taking and sharing) are not considered appropriate due to the spirit and intent of the Indian Residential Schools Settlement Agreement, which seeks to bring about a fair and lasting resolution in an informal manner that accommodates sensitivities.			
Program Activity*	Forecast Spending 2008-09	Planned Spending (\$ - thousands)			Alignment to Government of Canada Outcomes
		2009-10	2010-11	2011-12	
1. Support the research, truth, healing and commemoration activities of the TRCS	3,200.0	16,425.0	13,955.0	11,045.0	A diverse society that promotes linguistic duality and social inclusion.
2. Internal Services	500.0	2,160.0	1,360.0	1,360.0	
TOTAL	3,700.0	18,585.0	15,315.0	12,405.0	

* Further financial information can be found at: <http://www.tbs-sct.gc.ca/est-pre/estime.asp>

Contribution of Priorities to Strategic Outcome

Operational Priorities	Priority Type*	Links to Strategic Outcome**	Description
Developing administrative and financial systems and processes.	NEW	Internal Services	1. (i) Negotiate services MOU with Canadian Human Rights Commission; (ii) establish and operate financial and administrative process such as travel, procurement and security (iii) Prepare Sustainable Development Strategy and Green Procurement Approach.
Conduct statement taking and truth sharing activities and sessions.	NEW	Healing and Reconciliation	(i) Organize session schedule and conduct truth taking sessions; (ii) Prepare and preserve records.
Conduct national events and support community events.	NEW	Healing and Reconciliation	(i) Plan, organize and conduct 7 national events in recognition of the Indian Residential Schools experience and legacy; (ii) Review applications for commemoration funding from communities; (iii) coordinate the timing of national and community events.
Plan and conduct research.	NEW	Healing and Reconciliation	(i) Develop research plan and conduct research and analysis activities; (ii) Prepare research reports and preserve them.
Promote awareness and conduct public education.	NEW	Healing and Reconciliation	(i) Develop information materials and implement public education initiatives; (ii) Establish and foster media awareness and coverage of the Commission's activities.
Produce report to the Parties to the Settlement Agreement.	NEW	Healing and Reconciliation	Produce and submit to the Parties to the Indian Residential Schools Settlement Agreement a report including recommendations to the Government of Canada concerning the Indian Residential Schools system and experience.
Management Priority	Priority Type*	Links to Strategic Outcome**	Description
Staffing of vacant positions.	NEW	Healing and Reconciliation	Complete classification activities and undertake staffing of all vacant positions, including regional liaison personnel.

* NEW - All priorities are considered new because the Department was established June 1, 2008. Fiscal year 2009-2010 will be its first full year of operations.

** The Department has two Strategic Outcomes: (1) Disclosure and recognition of the truth regarding Indian Residential Schools furthers healing and reconciliation for the individuals and communities affected; and (2) Internal Services.

In addition to the above noted priorities, the department will also undertake work in support of the following activities:

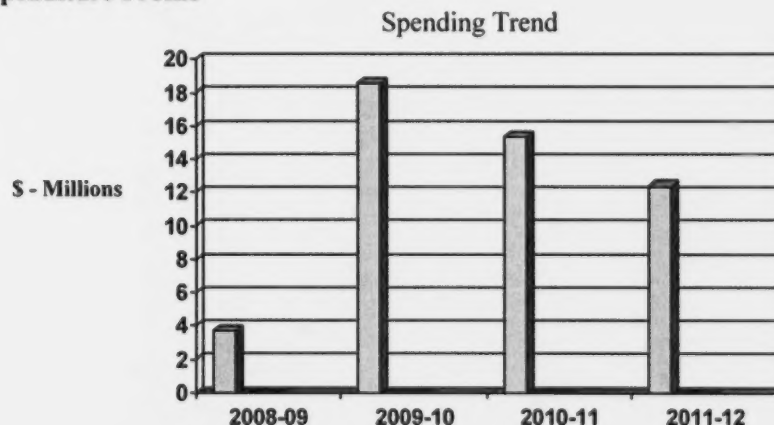
- Liaise with stakeholders such as the churches, the federal government (represented by Indian and Northern Affairs Canada, the Privy Council Office and Treasury Board), the Assembly of First Nations, Inuit representatives, and former students (represented by their legal counsel);
- Utilize regional liaisons to: promote sharing of knowledge among communities, individuals and the Commission; provide a link for the purpose of coordinating national events, and assist communities as they plan and conduct truth and reconciliation events;
- Formulate plans to establish a research centre and develop appropriate policies and procedures for collecting, storing, and safeguarding records and archival materials related to the Indian Residential Schools System and the experiences of former students, their families and their communities;
- Support the development and implementation of community-level events that are designed by individuals and groups associated with the Indian Residential Schools experience and that respond to the needs of the former students, their families and those affected by the IRS legacy, including the special needs of those communities where Indian Residential Schools were located; and
- Review proposals seeking funding for Commemoration initiatives from a transfer payment program managed in partnership with the Resolution and Individual Affairs Sector of the Department of Indian Affairs and Northern Development – in order to assess the proposals against established funding criteria and to make recommendations.

5. Risk Analysis

The Commission and its supporting Secretariat face a number of operational risks that could impact achievement of planned results. The principle *risks* identified are:

- *Recruiting and retaining qualified staff for the Secretariat's office in Ottawa, as well as experienced personnel to perform the role of regional liaison.* - The Department has developed a Human Resources plan and will actively pursue an intensive approach to hiring, including the development and implementation of an employment equity strategy that incorporates an emphasis on the recruitment of Aboriginal personnel, so that the best qualified staff and regional personnel can undertake the work of the Secretariat as quickly as possible beginning in 2009-2010;
- *Developing systems and processes that support the Commissioners in fulfilling their mandate.* - As a small Department, the Secretariat has organized itself to work in a manner that respects the financial and administrative policies of the federal government while operating in a manner that allows it to function at arms length from government in order to foster the greatest degree of trust and respect for the Commission among those most impacted by the Indian Residential Schools system.
- *Establishing safe and secure opportunities in which former students and others associated with the Indian Residential Schools system can come forward to tell their stories and be acknowledged* - The Secretariat will work closely with Health Canada to ensure the well-being of those participating in statement taking and truth sharing sessions by providing health-related supports prior to, during and afterwards, as required.
- *Collecting, classifying and preserving records and archival materials of the Indian Residential Schools system, as well as the experiences of former students and others associated with the experience of the Indian Residential Schools system.* - The Secretariat plans to liaise with officials from Archives Canada and Aboriginal organizations to identify appropriate techniques for collecting and preserving documents and archival materials to ensure future generations can know about and understand the history of the Indian Residential Schools system and the experiences of former students, their families and their communities.

6. Expenditure Profile



The Truth and Reconciliation Commission Secretariat was established by Order in Council on June 1, 2008 and, as such, will commence its first full year of operations in 2009-2010. The fiscal profile over the next three years indicates that almost 70% of the Commission's expenditures are forecast to occur during this period due to the timing of the work to be accomplished.

The Commission's mandate is set out in Schedule N of the Indian Residential Schools Settlement Agreement and establishes two timeframes for conducting its main activities and producing the planned deliverables.

Two Year Timeframe

- Completion of: all seven national events; and, research and produce the report on historic findings and recommendations with the possibility of a six month extension, which shall be at the discretion of the Commissioners.

Five Year Timeframe

- Completion of: all community truth and reconciliation events, statement taking/truth sharing, and reporting to the Commission from communities; and, the closing ceremonies.
- Establishment of a research centre.

7. Voted and Statutory Items Listed in Main Estimates

The table below provides information about resources provided for the department through the government's budgetary planning process.

Vote # or Statutory Item (S)	Vote Wording	Main Estimates (\$ - thousands)	
		2008-2009*	2009-2010
50	Operating Expenditures	0	18,075.0
(S)	Contributions to Employee Benefit Plans	0	510.0
TOTAL		0	18,585.0

*Initial funding to establish the Indian Residential Schools Truth and Reconciliation Commission Secretariat as a separate agency was received through Supplementary Estimates (B), 2008-09.

SECTION II – ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOME

1. Analysis of Program Activities by Strategic Outcome

The Department has one Strategic Outcome: Disclosure and recognition of the truth regarding Indian Residential Schools furthers healing and reconciliation for the individuals and communities affected. In 2008-09 the Truth and Reconciliation Commission Secretariat received a funding appropriation of \$58,753,000; as such it has profiled its funding for the next three fiscal years as indicated below.

Human Resources (FTEs) and Planned Spending (\$ - thousands)					
Program Activity: Truth and Reconciliation					
Supports the research, truth, healing and commemoration activities of the Truth and Reconciliation Secretariat.					
2009-10		2010-11		2011-12	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
58	18,585.0	58	15,315.0	58	12,405.0

Program Activity Expected Results	Performance Indicators	Targets
(i) Information about the Indian Residential Schools legacy; (ii) - (iii) Understanding of and appreciation for the experiences of former students of Indian Residential School; (iv) - (v) participation in commemoration, healing and reconciliation events. (vi) public awareness and recognition of the impacts of Indian Residential Schools on Aboriginal people, their communities, and their relationships.	(i) research papers and reports. (ii) number of participants and meetings concerning truth taking and sharing activities. (iii) survivor statements. (iv) number and type of healing and commemoration activities. (v) number of national and community events (vi) media reports, press releases and information materials.	Seven national events are planned over the course of the first two years with a closing event planned for the final year of the Commission's operations in 2012-13. In recognition of the unique mandate of the Commission, defined performance targets for most of its activities (e.g. truth taking and sharing) are not considered appropriate due to the spirit and intent of the Indian Residential Schools Settlement Agreement, which seeks to bring about a fair and lasting resolution in an informal manner that accommodates sensitivities.

2. Benefits for Canadians

The effective date of the Indian Residential Schools Settlement Agreement was September 19, 2007. This agreement provides an opportunity for all the stakeholders to renew their relationships and move forward together to find the truth, promote healing and achieve reconciliation. In this regard, the Truth and Reconciliation Commission, its supporting Secretariat and the activities and events it will undertake or support, as well as the participation of former students, their families and communities in finding and sharing truth, all contribute to a renewed relationship.

The activities and events that will be carried out are expected to provide the following benefits to Aboriginal people, their families and communities, as well as non-Aboriginals:

- Culturally appropriate and safe settings in which former students, their families and their communities can come forward and participate in truth finding/sharing, healing and reconciliation activities that acknowledge their Indian Residential Schools experiences, impacts and consequences;
- Common understanding of the IRS system and legacy based on the information and data contained in the Historical report to be produced by the Commission;
- Enhanced public and Aboriginal awareness of the work of the Truth and Reconciliation Commission; and
- Support and participation of IRS students, senior government and church officials, and other stakeholders and beneficiaries in processes and events related to Indian Residential Schools experiences.

Ultimately, it is hoped that a greater understanding and appreciation of the experiences of former IRS students, their families and their communities will improve individual and family well-being, encourage healing and bring about closure for former IRS students, their families and communities and, achieve reconciliation (forgiveness and acceptance) between all those associated with the legacy of the Indian Residential Schools system.

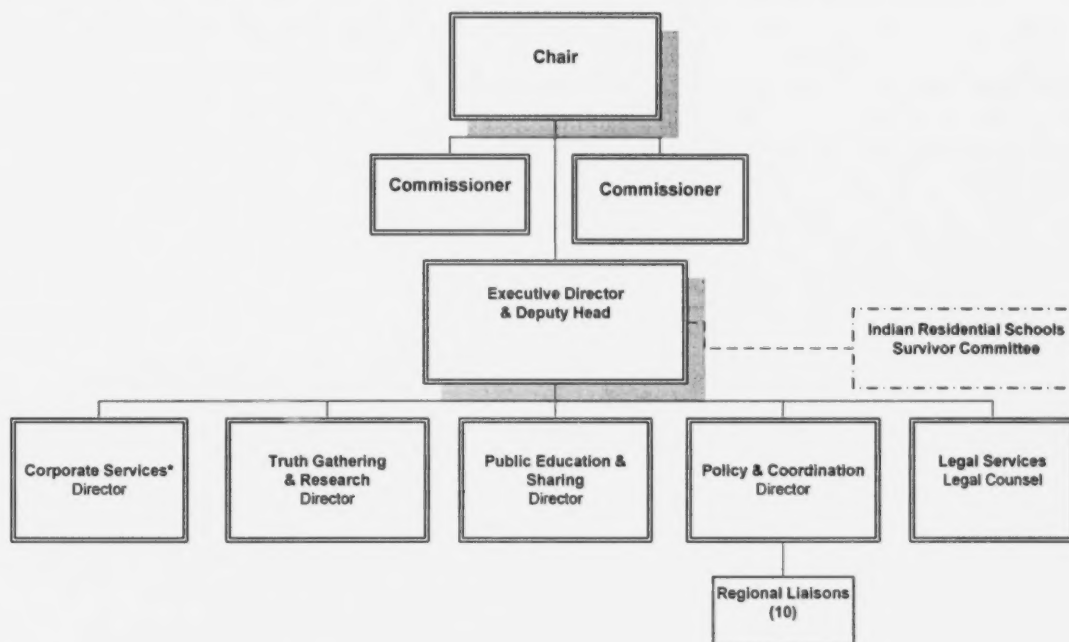
SECTION III – SUPPLEMENTARY INFORMATION

1. Organization

The Truth and Reconciliation Commission consists of three Commissioners appointed by Order in Council. One of these Commissioners acts on a full-time basis as the Chairperson of the Commission. The other two Commissioners are full-time for the first two and a half years and part-time for the remaining duration of the Commission.

The Chairperson and Commissioners are supported in their work by the staff of the Truth and Reconciliation Commission Secretariat, which is headed by the Executive Director. The Executive Director is also assisted by regional liaison staff that provide the link between communities and the Secretariat, as well as members of the Residential Schools Survivor Committee who provide an independent perspective for individuals and groups of survivors of the Residential Schools experience.

The Management Committee of the Secretariat includes the following positions: Executive Director; Legal Counsel, Director of Policy Coordination; Director of Truth Gathering and Research; Director of Public Education and Sharing; and Director of Corporate Services.



* This function is a Program Activity described as Internal Services within the government.

2. Financial Tables

With the exception of the Green Procurement and Sustainable Development Strategy tables that the Department is planning to develop in 2009-2010, there are no other tables applicable to the operations of the Department, in particular Transfer Payment Programs, Up-Front Multi-Year Funding (formerly conditional grants to Foundations), Summary of Capital Spending by Program Activity, and User Fees.

3. Contacts

Indian Residential Schools Truth and Reconciliation Secretariat

Office Location

100 Sparks Street – 4th Floor
Ottawa, Ontario
K1A 0H4

Mailing Address

003-90 Sparks Street, Concourse Level
Ottawa, Ontario
K1A 0H4

General Enquiries: TRC-CVR@TRC-CVR.ca

Toll free number: 1-866-879-4913

Fax: (613) 947-5794

Media only: (613) 947-5702